



SAN ANTONIO
RIVER AUTHORITY
Leaders in Watershed Solutions

Texas Bluebonnet • *Lupinus texensis*

Fiscal Year 2011 / 2012

Executive Summaries

Five Year Service & Financial Plan

Fiscal Years 2011 - 2015

**SAN ANTONIO RIVER AUTHORITY
TEXAS**

**EXECUTIVE SUMMARIES
FIVE YEAR SERVICE & FINANCIAL PLAN
July 1, 2012 - June 30, 2016**

Presented to the
Board of Directors

<u>Name</u>	<u>Title</u>	<u>County</u>
Názirite Rubén Pérez		Bexar County, District 1
Roberto G. Rodríguez	Secretary	Bexar County, District 2
Michael W. Lackey, PE		Bexar County, District 3
Thomas G. Weaver		Bexar County, District 4
Sally Buchanan	Vice-Chairman	Bexar County, At Large
Hector R. Morales	Executive Member	Bexar County, At Large
Terry E. Baiamonte	Treasurer	Goliad County
Adair R. Sutherland		Goliad County
Gaylon J. Oehlke	Chairman	Karnes County
H. B. Ruckman III		Karnes County
John J. Flieller		Wilson County
A. D. Kollodziej, Jr.	Executive Member	Wilson County

Management

<u>Name</u>	<u>Title</u>
Suzanne B. Scott	General Manager
Stephen T. Graham	Assistant General Manager
Steven J. Raabe	Director of Technical Services
John A. Chisholm III	Director of Operations
Larry O. Anderson	Director of Support Services
Janet Pollock	Director of Human Resources
Michael Gonzales	Deputy Director of Technical Services
James Blair	Watershed Operations Manager
Dale Bransford	Park Services Manager
Rudy Farias	Water Resources & Community Development Manager
Art Herrera	Information Technology Manager
Claude Harding	Real Estate Manager
Steve Lusk	Environmental Sciences Manager
Sharon McCoy-Huber	Financial Services Manager
Linda Munoz	Human Resource Manager
Russell Persyn	Watershed Management Manager
Steven Schauer	External Communications Manager

**SAN ANTONIO RIVER AUTHORITY
EXECUTIVE SUMMARIES 2011/12
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SAN ANTONIO RIVER AUTHORITY

Water Brings Us Together

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TREASURER
Terry E. Baiamonte

MEMBER AT LARGE
A.D. Kollodziej, Jr.
Hector R. Morales



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GOLIAD COUNTY
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Adair R. Sutherland



GENERAL MANAGER
Suzanne B. Scott

June 15, 2011

To the San Antonio River Authority Board of Directors:

In accordance with the provisions of Article VI, Section 2, of the Bylaws of the San Antonio River Authority (River Authority), submitted herewith for your consideration is the Annual Budget for fiscal year 2011/12 for the period July 1, 2011 to June 30, 2012.

For the fiscal year 2011/12, the total budget is \$123,596,931, with a General Fund budget of \$23,419,828. The proposed fiscal year 2011/12 budget is reflected in three volumes to address the different needs of the reader(s). The first book is the Executive Summaries and Five Year Service & Financial Plan. The second book is the Annual Budget Detail; this reports the detail breakdown of all River Authority funds. The third book is Program Budgets; this explains to the reader the projects the River Authority is currently active or anticipated to be involved in.

The proposed fiscal year 2011/12 budget continues to support the advancement of projects, programs and efforts by programmatic area to better link the River Authority's expenditures to the approved strategic plan and the organizational mission, goals and objectives as approved by the Board of Directors.

Strategic Planning

In August 2010, the River Authority's executive and management staff developed a 12 month strategic plan that identified key initiatives and action objectives that were to be accomplished within the fiscal year 2010/11 year. The plan was built on our corporate philosophy of *Good-to-Great* and our commitment to setting measurable goals with tangible results. That 12 month plan has been updated for fiscal year 2011/12. This updated strategic plan will be the River Authority's detailed road map and barometer on how we are progressing and "making a difference" within our district, through the projects and efforts in our departments and programs. The 12 month strategic plan is not an exhaustive list of every project, initiative, and opportunity being worked on by the River Authority, but instead it is a representation of key efforts that we hope are indicative of how the River Authority will advance its mission that year.

The strategic plan outlines the three-year targets we hope to achieve or further develop. Those targets are identified as Key Thrusts and Strategic Opportunities. Currently the thrusts include the following:

- Generate lasting and recognized improvements to the health of the San Antonio River Watershed

- Enhance community appreciation for and access to the San Antonio River and its tributaries
- Strengthen and develop expertise at all levels
- Diversify and leverage funding sources
- Build employee dedication to the River Authority’s vision and values
- Expand public and private partnerships.

The Strategic Opportunities include

- Secure a storm water / MS4 permit role
- Explore and promote sustainable development
- Advance Joint Base SA partnerships
- Obtain funding commitments to Westside Creeks Restoration Project.

The Board has focused policy decisions on expanding the River Authority’s service to meet the needs of the basin, while remaining accountable to the efficient and effective allocation of limited funding resources. The River Authority is also promoting sustainability in the projects and programs it undertakes. Projects are designed to promote lasting solutions which improve the watersheds of the basin and leverage resources toward shared environmental stewardship. Projects and programs are aimed at promoting appreciation for the river and tributaries by enhancing recreational accessibility and enjoyment and restoring degrading ecosystems, expanding the utility system to support economic development and continuing to shape the expertise of the River Authority staff to effectively meet the needs of the communities within the district.

Achieving Results through our Programs and Projects

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time.”
Jim Collins, author Good to Great.

Through projects, programs and agency efforts, the River Authority is strategically focused on sustainable solutions that balance the shared demands on the river’s resources. Developing sustainable solutions requires a long-term, holistic, watershed-based approach that integrates activities internal and external to the River Authority including the application of science, engineering, land management, education, regulation, and legislation.

The River Authority is focused on results and showing progress on our objectives. In that regard every department, every program, and every employee at the River Authority establishes quarterly objectives that are clearly identified and focused toward accomplishing our agency goals and initiatives. These quarterly goals are also known as Key Actions and Accountabilities (KAAs). The KAAs are aligned with the strategic plan and are tracked and reported to the River Authority’s Management Team and Board of Directors.

2011/12 Operational Objectives

To be “Leaders in Watershed Solutions,” we believe we must be results oriented. To obtain results and to hold ourselves accountable, several Key Initiatives have been developed for the River Authority as a whole. Each department and program has measurable objectives that align with and support the attainment of these Key Initiatives. The Key Initiatives in 2011/12 are as follows:

1. Increase non-Maintenance & Operation tax revenues by 5% and develop an action plan for incremental increases through fiscal year 2014/15
2. Secure at least two new partner projects for the River Authority to manage for reimbursement
3. Evaluate and develop cost effective operations and maintenance (O & M) strategies for Park Service Operations to meet quality service objectives and River Health Index (RHI) targets with nature park and new paddling recreation sites
4. Maximize Cooperating Technical Partners (CTP)/Letters of Map Revision (LOMR)/Bexar Regional Watershed Management (BRWM) role to reach RHI targets
5. Define Environmental Sciences Department future lab capabilities to best support the River Authority’s objectives and maximize operational efficiencies
6. Achieve RHI target reductions in bacteria and improvements to habitat on stream segments and advance analysis of water quality data to mitigate other environmental threats to the watershed
7. Identify and pursue target areas for the River Authority to advance operational and environmental innovations
8. Optimize, standardize and document technical business processes including improving the effectiveness and use of the Project Management System
9. Target community assistance funding to produce quantifiable results and value to meet RHI targets
10. Quantify community satisfaction with the River Authority’s services
11. Secure a key role/niche for the River Authority in implementing strategies that improve and protect environmental flows
12. Include at least two natural design channel projects and Low Impact Development (LID) pilot project and funding for Westside Creeks restoration in the City of San Antonio 2012 Bond Program

13. Finalize Mission Reach maintenance and recreational standards

14. Enhance the performance management program to strengthen leadership development and employee communication.

Key Performance Indicators (KPIs)

The River Health Index (RHI) is one of the River Authority's KPIs that will be used to see whether the River Authority's programs and efforts "are making a difference" and by how much. The RHI that was developed is a composite score derived by a summation of measured values in the areas of public safety, environmental protection, public awareness, and public access to the San Antonio River and its tributaries. Ten-year targets are established for these measured values along with the projections we hope to reach between now and 2020. The RHI for 2010 was base-lined in the January to February 2011 timeframe.

The Financial Leveraging Index (FLI) was designed to provide information indicating the extent to which the financial resources of the River Authority are being leveraged. Being prudent financial managers is making sure that we generate the maximum amount of service from all available resources. The FLI tracks how the River Authority's direct funding is leveraged with other funding resources to advance basin-wide goals. The FLI will focus on that portion of our funding over which the staff exerts the greatest influence.

Projects/Programs

Nine programs are assigned to Program Leaders with authority to manage and direct the projects in their portfolio. Program Leaders develop annual objectives and report progress and are accountable to the Executive Staff on achieving programmatic results.

The programs as defined below are listed in alphabetical order:

- **Capital Project Implementation Program:** Oversees and manages projects and efforts that include capital improvements and are funded by multiple sources, including counties, cities and federal agencies. Program includes 43 projects.
- **Community Outreach and Education Program:** Coordinates projects and manages community efforts within the following areas: water and wastewater utilities, floodplain management, parks, water quality, GIS, and stream restoration. The program will oversee and manage projects and efforts that are intended to educate and inform communities about water, the river, and its tributaries within River Authority jurisdiction. Program includes one project.

- **Natural Resource Protection Program:** Covers projects designed to identify concerns and communicate information about water quality and aquatic and riparian habitats and communities so they may be protected and/or restored. The program's 14 projects cover projects that pertain to
 - Determining Instream flows and fresh water inflows needs
 - Identifying pollutant sources, monitoring, and tracking water quality trends
 - Identifying locations and causes of erosion and degradation of riverine habitat and biological communities
 - Characterize current sediment conditions in the watershed.

- **Nature Based Park Program:** Established to promote the River Authority's goal to enhance community appreciation for the environmental resources of the San Antonio River and its tributaries and to deliver valued public service, this program oversees and/or coordinates all River Authority parks projects and efforts. Program includes four projects.

- **Sustainable Watersheds Implementation Program (SWIP):** As the River Authority's new "sustainability" program, the SWIP will seek to maximize the sustainability of the River Authority programs and projects and create visible change in our environment by working on implementation of projects, efforts, and practices that improve our communities.

The components of this program include:

- Stream Restoration
- Storm Water Best Management Practices (BMPs)
- Low Impact Development and Sustainable Sites Initiative
- Green Infrastructure
- Preservation/Stewardship
- Watershed Master Plan and Watershed Protection Plan Implementation
- Municipal Separate Storm Sewer System (MS4) efforts.

The River Authority defines sustainability as meeting the needs of the present generation without compromising the ability of future generations to meet their own needs. Sustainability is the shift toward behaviors and practices that are economically viable, environmentally sound, and enhancing quality of life for people. This definition ensures that what is called the "triple bottom line" is reflected in project components. The program includes 12 projects.

- **Utilities Program:** Department-specific program that manages all of Utilities' water, wastewater, reuse, and collection system-related projects and efforts. Program includes 13 projects.

- **Water Resource Planning and Supply Program:** Oversees projects that collaboratively assist cities and utilities in our region to plan, develop, and maintain safe, long-term water supplies for their communities. Program includes three projects.
- **Watershed Maintenance and Dam Safety Program:** Oversees projects and efforts involving the floodwater conveyance systems within the River Authority jurisdiction. The projects include operations and maintenance, rehabilitation of the River Authority dams, and conveyance systems. The goal is to perform these functions in a holistic manner that enhances the riparian environment and the community's appreciation of these natural resources. Program includes two projects.
- **Watershed Modeling and Planning Program:** Oversees, coordinates, and manages projects and efforts within the district on matters of flood modeling, capital project idea development, and mapping of the watershed. Program includes 9 projects.

Fiscal Year 2011/12 Highlighted Projects

For the fiscal year 2011/12, several highlighted activities are described below. These activities are focused regionally, expand our expertise, promote appreciation of the river, and advance sustainability and environmental stewardship.

Letters of Map Revision (LOMR) Implementation

Having achieved the role of LOMR Delegation for our district, the River Authority will now begin implementing the process by which we serve as FEMA's reviewer of all Conditional Letter of Map Revision (CLOMR) and LOMR submissions.

Mission Reach Operations and Management

The fiscal year 2011/2012 budget will fund the first full year of operations and maintenance (O&M) on phases 1 and 2 of the Mission Reach Ecosystem System Restoration project. Components of phase 3 will also be completed and will require maintenance during the upcoming year. The O&M responsibilities include establishing and maintaining vegetation, providing and promoting public access and recreation, and implementing the River South Area Management Plan's identified deliverables focusing on security, maintenance, education, recreation and concessions, economic development opportunities, neighborhood and infrastructure needs, and marketing—all vital as the Mission Reach project, one of the largest urban river restorations in the nation, is opened for public use.

Nature-based Park and River Access Site Openings

In the upcoming year, the River Authority will open three parks that offer paddle trail and river access: Helton-San Antonio River Nature Park in Wilson County, the Loop 1604

River Access Site in Bexar County, known as the Saspamco Paddling Trail, and the Branch River Park in Goliad County.

Sustainability and Low Impact Development

The River Authority recognizes that significant strides are being made within the basin's public and private sectors in the sustainability areas of clean energy and energy and water conservation. However, successful sustainability programs worldwide also prioritize storm water, surface water quality and holistic land management best management practices (BMPs). Our basin has not progressed as aggressively in its adoption of these BMPs, so the fiscal year 2011/2012 budget will advance public and private implementation of low impact development (LID), green infrastructure (GI), and other sustainable practices and technologies that focus on land use and storm water management. The River Authority will work with the City of San Antonio to identify 2012 capital bond projects for development utilizing LID and GI techniques; offer targeted training to public and private audiences; develop datasets to support and incentivize LID and GI; and, importantly, lead by example. The upcoming budget funds a LID/Sustainability Audit to assess the Euclid and Guenther properties' storm water contribution and to recommend LID and GI modifications designed to decrease the quantity and increase the quality of storm water those properties generate.

In addition, the River Authority will continue funding stream restoration projects which will be direct beneficiaries of the improved land-use and storm water BMPs implemented within drainage areas that feed our restored streams.

Stream Restoration

With the completion of the East Salatrillo Creek pilot restoration project, the River Authority now has a set of locally adapted natural channel design (NCD) tools to demonstrate, promote, and share with public and private entities within our basin. Advocating use of these techniques by other entities is a new activity that will be funded in fiscal year 2011/2012. River Authority staff will also develop regional data and train private consultants in NCD.

Watershed Master Plans

Watershed Master Plan (WMP) projects will address three major watershed issues: flood control, water quality, and storm water management. WMPs will assess flood damages to structures and flood risk at stream/roadway crossings to identify regional flood control projects to mitigate flood-related losses. WMPs will identify water quality issues through sampling data and modeling efforts, and propose appropriate mitigation projects or strategies. WMPs will also identify strategies such as sustainability practices, LID, natural stream design, BMPs, and mitigation banking which can help mitigate all three major watershed issues. WMP budgeted in fiscal year 2011/2012 are the Medina River Holistic Watershed Master Plan, Salado Creek Watershed Master Plan, Upper San

Antonio River Holistic Watershed Master Plan, and Leon Creek Holistic Watershed Master Plan.

Westside Creeks Restoration Project

The River Authority has managed the process by which the Westside Creeks Restoration Project Conceptual Plan was created. The Plan describes the community's vision and priorities for flood control, amenities, ecosystem restoration, and recreational improvements along the Alazán, Apache, Martínez, and San Pedro creeks in Bexar County. In fiscal year 2011/2012, the River Authority will begin exploring funding opportunities and interest with the U.S. Army Corps of Engineers and other potential partners to move priority sections of the project into the detailed planning and design phases. The River Authority will also begin promoting the project within the community to garner the local support necessary to launch and sustain this project long-term.

Sources of Funds

The extensive portfolio of programs, projects, and efforts requires significant resources to fund. The River Authority's ad valorem operations and maintenance tax funds only about a quarter of the budget. The River Authority continually looks to leverage and optimize existing revenue sources with funds from external sources. The River Authority receives revenues from several sources of funds to support the activities in the Annual Budget. These sources include federal appropriations, interlocal agreements, fund balances, grants and private donations, and the River Authority's ad valorem operations and maintenance tax. Each funding source is discussed below:

Federal and State Appropriations

The River Authority has taken great advantage of federal appropriations to support its wastewater and flood control functions. There exists a potential to significantly increase funds available from existing and untapped sources of federal and state funds. The Annual Budget does not reflect an increased level of funding from these sources significantly affecting the bottom line in the short term, but it is believed the increases in planning activity proposed will increase the flow of federal and state funds for water-related programs and projects in the district. Regionalization of public functions and services fosters increased levels of federal and state participation. For example, in the State's grant program for recreation facilities, the region-wide recreation plan proposed will improve evaluation scores and thereby the chances of individual city or county recreation projects to be funded by the state program. In addition, entities such as the Federal Emergency Management Agency (FEMA) and the Texas Water Development Board (TWDB), and others, desire to develop and implement water-related programs with regional entities, particularly entities with jurisdiction over river basins and associated watersheds. These entities realize that the hydrology and hydraulics of water on a watershed basis are more significant in water issues than the boundaries of local jurisdictions.

Interlocal Agreements

The River Authority prides itself on partnerships. The River Authority has formalized these partnerships at the federal, state, and local levels through various contracts and interlocal agreements. These agreements will continue to be a foundation revenue source for the River Authority. Examples are the interlocal agreements with the City of San Antonio and Bexar County whereby the River Authority provides certain technical services and project management for flood control, river improvement and water quality projects. Other examples include the Regional Water Resources Development Group (RWRDG), i.e. the joint effort to buy Edwards Aquifer water rights administered by the River Authority, and the SB-1 Regional Planning (Region L) process, both of which are funded by the program participants.

Fund Balances

These may be used to support new activities. The River Authority has adopted a funds management policy to describe the protocol for use of the fund balances including maintenance of reserves to protect the River Authority's financing capability and to provide operating reserves. The Annual Budget recommends that the fund balances be used to fund capital projects rather than operations and maintenance activities. In fiscal year 2010/11, as the River Authority expanded operations and maintenance activity on the Museum Reach, Eagleland and Mission Reach of the San Antonio River Improvements Project, the board established an operation and maintenance reserve fund to offset unexpected costs associated with project maintenance.

Grants and Private Donations

During the past three fiscal years, the River Authority has increased its application for and receipt of grant funding and will continue to seek this source of funding for activities consistent with the Annual Budget. In addition, many charitable trusts and other sources of private funds have recreation-related or environmental protection, enhancement, and education activities as key elements. The River Authority works closely with the San Antonio River Foundation to direct private funding toward projects and activities that advance our mission and stewardship of the resources of the San Antonio River. The improved planning tools and products, e.g. master plans that will be developed according to the Annual Budget, will improve the River Authority's opportunities to access private donations.

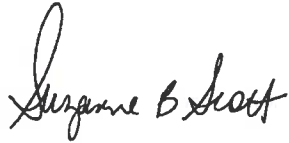
Maintenance and Operations Tax

Many of the River Authority's activities, such as flood control and water quality protection, do not have revenue sources and are typically supported as a governmental function by an ad valorem tax. The River Authority is authorized to collect an ad valorem tax at a maximum of \$0.02 per \$100 of assessed value. The tax may be used for operations and maintenance activities, which include all activities other than direct capital investment in infrastructure. The fiscal year 2011/12 budget is based on a tax rate of

\$0.017370 which is a 3.66% increase for the average homestead owner from the \$0.016652 rate assessed in fiscal year 2010/11. The final tax rate calculation will be prepared when the certified tax rolls are received by the River Authority in late July. The Board of Directors will hold a public hearing and vote on the tax rate in late August or early September.

In all that the River Authority does, we strive to provide valued public service, to be accountable to our constituents, and to be good fiscal stewards of the public resources with which we are entrusted. The budget, programs, projects and activities presented in these documents are provided to promote quality service and responsiveness to the needs of the community we serve.

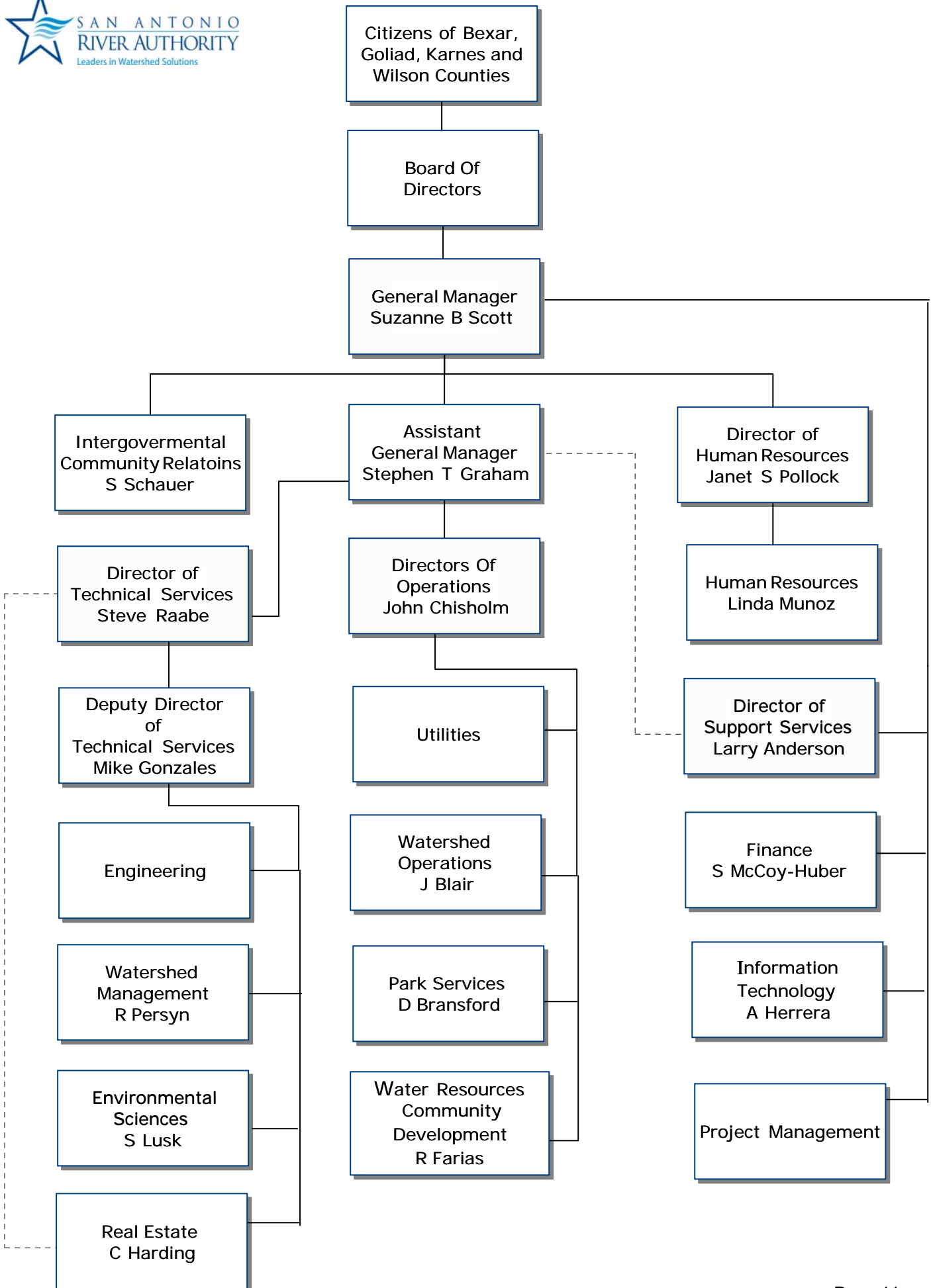
Respectfully submitted,



SUZANNE B. SCOTT
General Manager



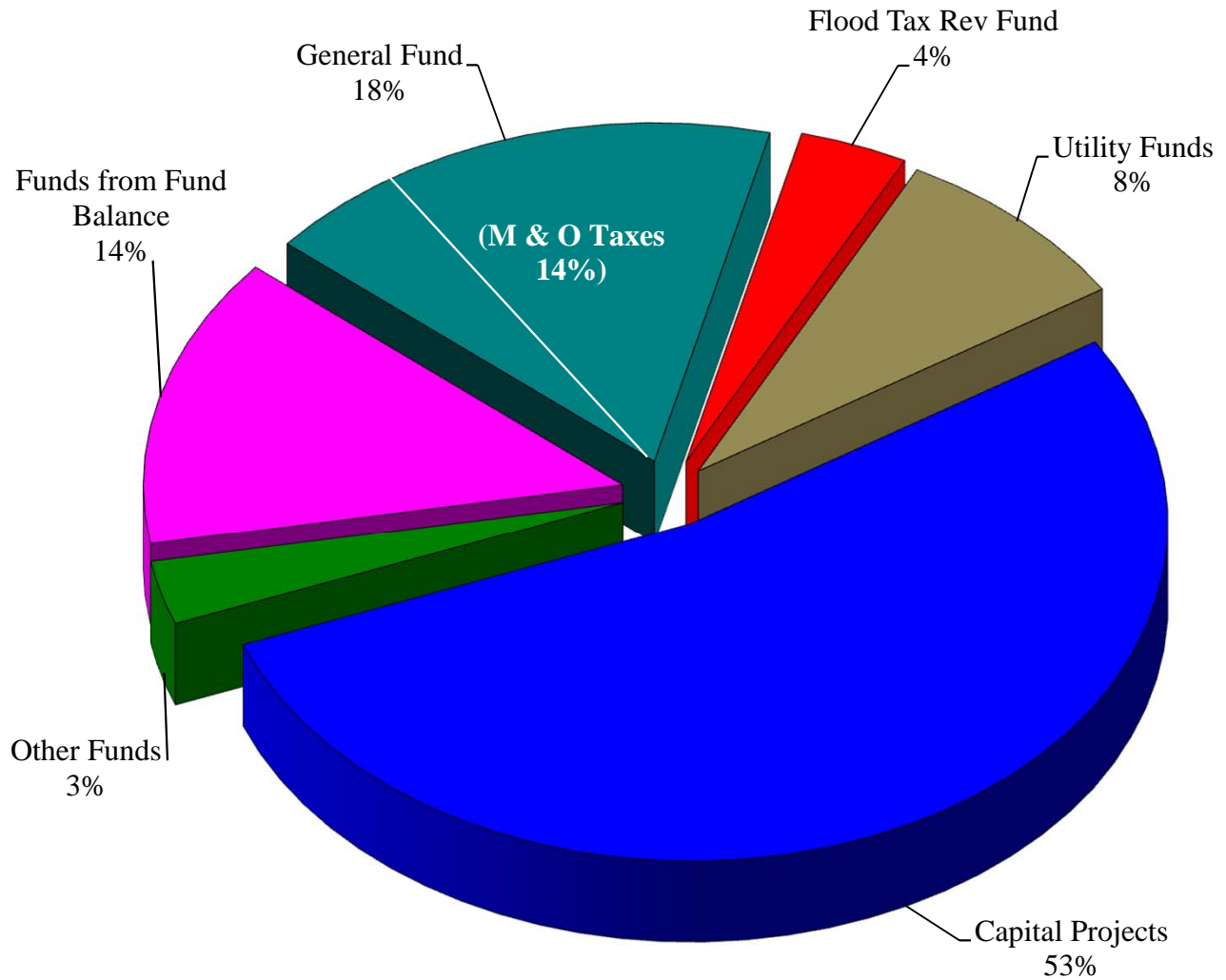
SHARON L. McCOY-HUBER
Financial Services Manager



**SAN ANTONIO RIVER AUTHORITY
SUMMARY - ALL FUNDS
2011/12**

		Beginning Balance July 1, 2011	Revenues	Expenditures	Ending Balance June 30, 2012
GENERAL FUND		13,456,843	21,968,655	23,158,781	12,005,670
DEBT SERVICE FUNDS					
	Debt Service SACIP	4,743,983	55,000	5,470,918	4,163,699
	Debt Service-Other	-	462,362	462,362	-
SPECIAL REVENUE FUNDS					
	Flood Control Tax Revenue	819,658	4,525,000	35,000	474,024
	Karnes Co Maintenance	-	146,945	293,890	-
	SACIP Land Sales	93,771	43,050	20,000	116,821
	SARA Public Facility Corporation	-	358,889	358,889	-
	SARIDA	56,214	1,000	11,224	45,990
	River Walk Watershed Alliance	-	-	-	-
	Park Resources Development	102,983	10,000	-	112,983
	So. TX Regional Water Planning Group	-	211,060	211,060	-
	Regional Water Resource Development Group	-	48,000	48,000	-
	Regional Water Alliance	16,337	4,000	5,000	15,337
	Kenedy Desalination	-	41,712	45,712	-
	TCEQ Clean Rivers Program	-	209,403	277,344	-
	ESD Contracts	-	39,666	39,666	-
	EPA 319 Grant	-	46,255	88,416	-
	Estuary Responses	-	-	-	-
CAPITAL PROJECTS:					
CAPITAL PROJECTS	San Antonio River Foundation	-	2,000,000	2,000,000	-
	Bexar County - SARIP	-	33,056,697	33,056,697	-
	Bexar County - Visitor Tax	-	2,922,355	2,922,355	-
	SACIP - 1999	30,984	-	30,984	-
AGENCY FUNDS	Bexar County Capital Projects	-	1,301,285	1,301,285	-
	City of San Antonio	-	3,081,233	3,081,233	-
	San Antonio Water System	-	5,200,000	5,200,000	-
	Bexar County - CIP	-	8,529,542	8,529,542	-
	BMA Capital Improvements	-	8,740,452	8,740,452	-
	RWRDG Water Purchases	-	25,000	25,000	-
ENTERPRISE FUNDS	SARA Wastewater Systems Construction & Imp	7,912,448	324,718	8,007,537	1,461,157
	Salatrillo Construction & Improvement	5,128,977	207,773	4,240,842	1,228,023
	Randolph AFB Renewals & Replacement Fund	51,672	329,147	350,000	30,819
	SARA Water System Improvements	-	-	40,660	-
	ACCD Capital Replacement	859,250	200	859,450	-
	ACCD/Universal City Capital Replacement	4,082,983	1,000	4,083,983	-
ENTERPRISE FUNDS-OPERATING					
	SARA Wastewater Systems Operating Fund	2,062,741	6,798,535	5,313,219	2,350,529
	Salatrillo Operating Fund	249,085	2,216,271	2,127,604	171,637
	Salatrillo Retail Fund	556,597	506,775	436,316	627,056
	Randolph AFB Operating Fund	-	331,356	262,501	68,855
	SARA Water Systems	7,433	273,677	170,790	69,660
	Utility Operation & Maintenance	11,869	284,254	284,254	11,869
INTERNAL SERVICE FUNDS					
	Insurance Fund	1,066,364	2,090,861	2,005,965	1,151,260
GRAND TOTAL		<u>41,310,192</u>	<u>106,392,128</u>	<u>123,596,931</u>	<u>24,105,389</u>

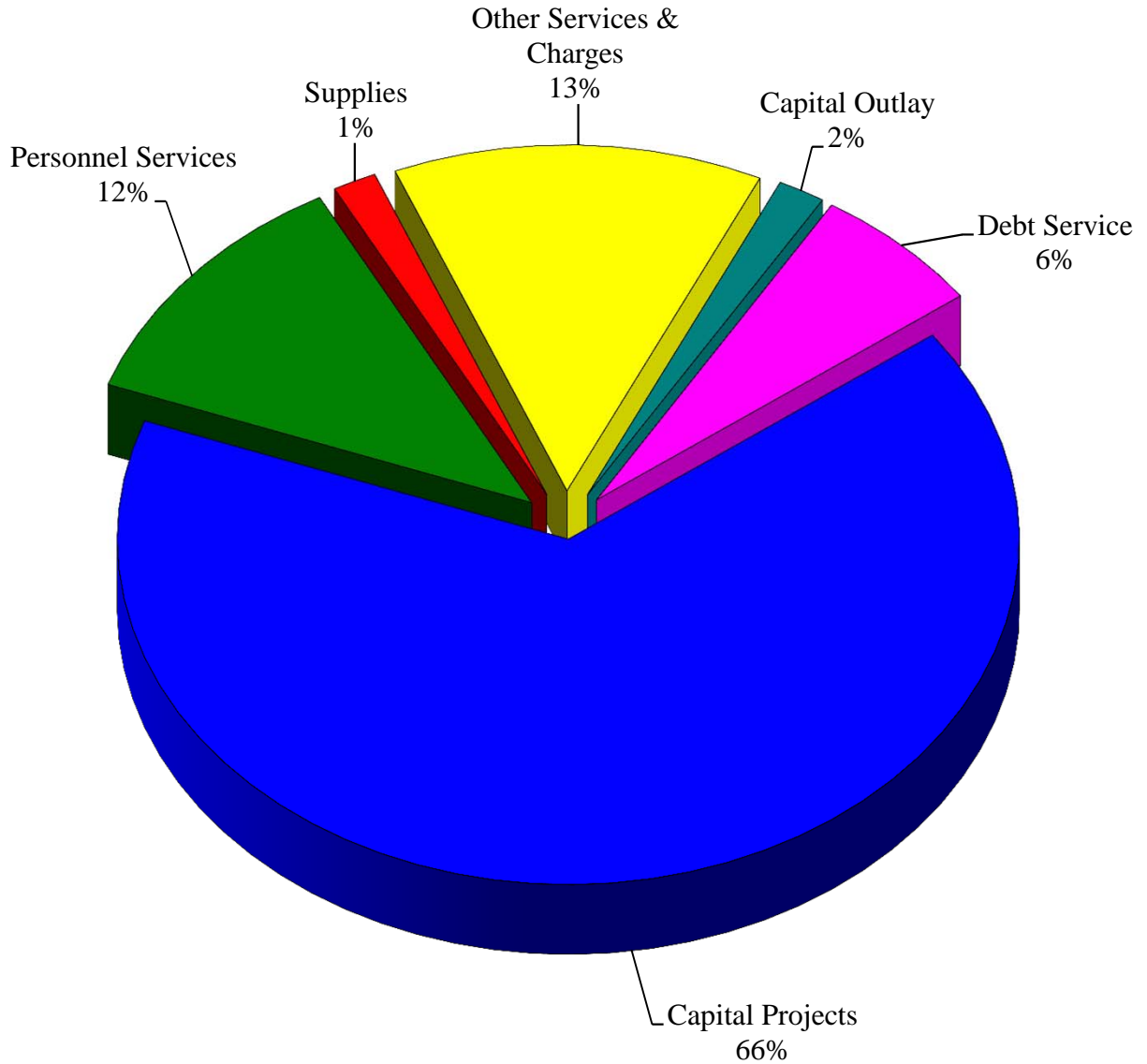
**SAN ANTONIO RIVER AUTHORITY
REVENUES - ALL FUNDS - BY FUND
2011/12**



	2009/10 ACTUAL	2010/11 CURRENT BUDGET	2011/12 ADOPTED BUDGET
General Fund	\$ 20,160,239	\$ 20,962,795	\$ 21,968,655
Flood Tax Rev Fund	4,131,507	5,025,000	4,525,000
Utility Funds	8,317,029	9,690,775	10,410,868
Capital Projects	19,141,043	90,478,873	65,719,402
Other Funds	3,440,879	3,915,841	3,768,203
Funds from Fund Balance	345,609	10,476,052	17,204,803
TOTAL	\$ 55,536,306	\$ 140,549,336	\$ 123,596,931

less operating transfers in

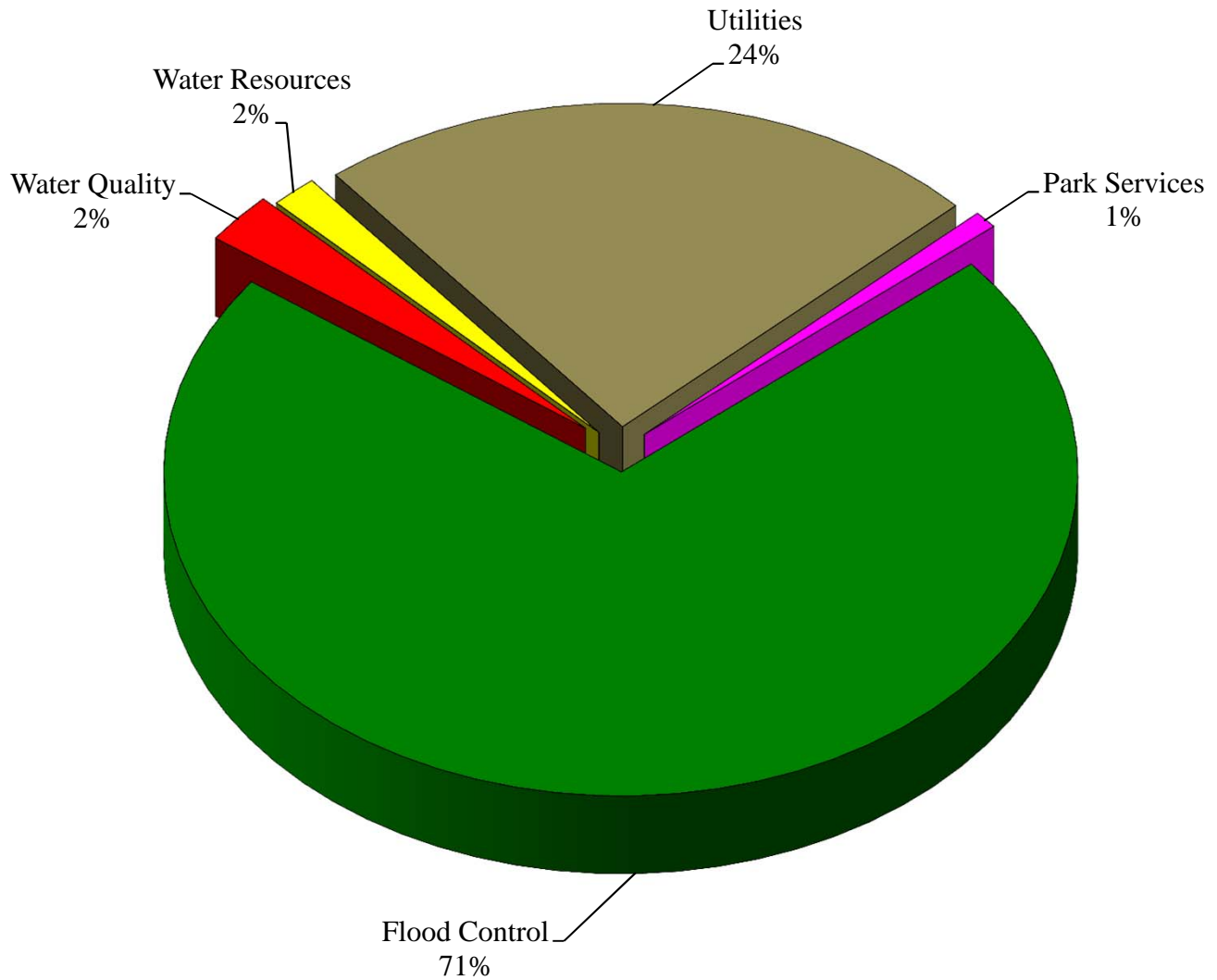
**SAN ANTONIO RIVER AUTHORITY
EXPENDITURES - ALL FUNDS - BY CLASSIFICATION
2011/12**



	2009/10 ACTUAL	2010/11 CURRENT BUDGET	2011/12 ADOPTED BUDGET
Personnel Services	\$ 11,933,226	\$ 12,663,094	\$ 14,395,941
Supplies	1,788,391	2,338,608	1,940,920
Other Services & Charges	17,278,672	20,041,837	16,395,069
Capital Outlay	2,518,138	2,973,084	2,102,812
Debt Service	6,016,593	6,453,870	7,686,047
Capital Projects	16,001,286	96,078,843	81,076,142
	<u>\$ 55,536,306</u>	<u>\$ 140,549,336</u>	<u>\$ 123,596,931</u>

less operating transfers out
& depreciation

**SAN ANTONIO RIVER AUTHORITY
EXPENDITURES - ALL FUNDS - BY SERVICE AREA
2011/12**



	2009/10 ACTUAL	2010/11 CURRENT BUDGET	2011/12 ADOPTED BUDGET
Flood Control	\$ 35,087,153	\$ 104,108,500	\$ 87,892,421
Water Quality	4,116,711	3,635,410	3,155,186
Water Resources	3,243,051	3,056,952	2,041,571
Utilities	10,621,379	28,239,124	29,439,757
Park Services	<u>2,468,012</u>	<u>1,509,350</u>	<u>1,067,996</u>
	<u>\$ 55,536,306</u>	<u>\$ 140,549,336</u>	<u>\$ 123,596,931</u>

less operating transfers out
& depreciation

General Fund

**SAN ANTONIO RIVER AUTHORITY
GENERAL FUND OPERATING BUDGET**

2011/12

FUND 01

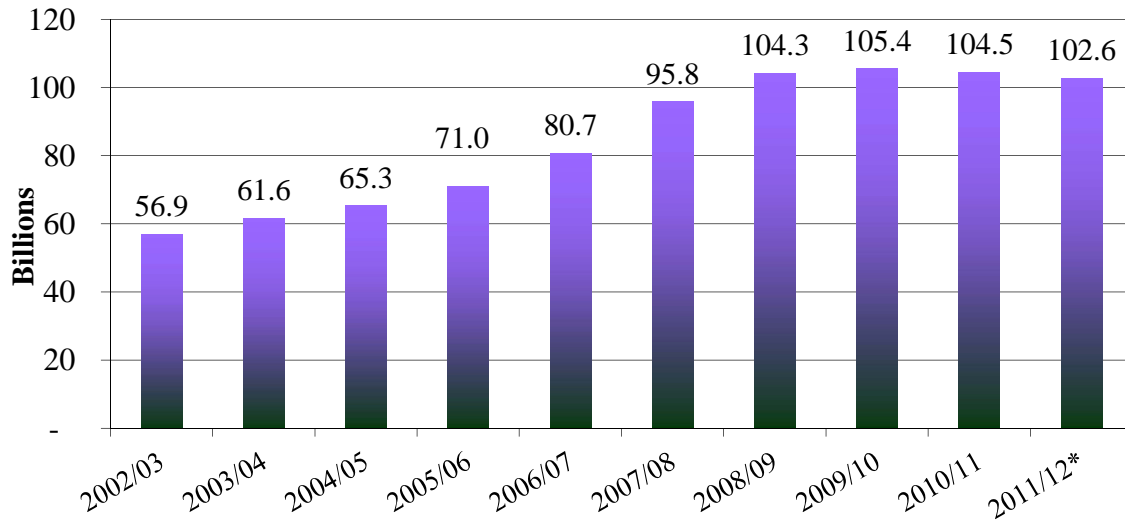
2010/11

DESCRIPTION	2009/10 ACTUAL	CURRENT BUDGET	BUDGET ESTIMATE	2011/12 ADOPTED BUDGET
Estimated Beginning Balance, July 1	N/A	N/A	N/A	\$ 13,456,843
Beginning Balance, July 1	<u>\$ 17,210,607</u>	<u>\$ 16,809,969</u>	<u>\$ 16,809,969</u>	N/A
REVENUES				
Taxes, Penalties & Interest (M&O)	16,879,764	17,084,584	17,255,030	17,891,527
Intergovernmental Funding	237,149	205,000	231,015	735,000
Charges for Services	773,893	789,106	764,950	851,527
Miscellaneous (workers comp, refunds, etc.)	96,620	140,000	133,746	138,000
Sales	209	250	425	250
Support Fees	2,287,469	2,133,855	2,133,855	2,113,251
Other Financing Sources	<u>319,818</u>	<u>610,000</u>	<u>610,000</u>	<u>239,100</u>
TOTAL REVENUES	<u>20,594,922</u>	<u>20,962,795</u>	<u>21,129,021</u>	<u>21,968,655</u>
EXPENDITURES				
Personnel Services	10,789,340	12,116,358	11,332,142	13,467,622
Reimbursements	(2,528,265)	(2,757,795)	(2,305,731)	(2,485,928)
Supplies	1,113,565	1,741,382	1,627,953	1,375,303
Other Services & Charges	8,483,898	11,578,596	11,077,066	9,073,084
Capital Outlay	2,506,441	2,433,606	2,393,875	1,728,700
Other Financing Uses	<u>630,581</u>	<u>389,926</u>	<u>356,842</u>	<u>261,047</u>
TOTAL EXPENDITURES	<u>20,995,560</u>	<u>25,502,073</u>	<u>24,482,147</u>	<u>23,419,828</u>
Revenues Over (Under) Expenditures	<u>(400,638)</u>	<u>(4,539,278)</u>	<u>(3,353,126)</u>	<u>(1,451,173)</u>
Estimated Ending Balance, June 30	N/A	<u>\$ 12,270,691</u>	<u>\$ 13,456,843</u>	<u>\$ 12,005,670</u>
Ending Balance, June 30	<u>\$ 16,809,969</u>	N/A	N/A	N/A
Components of Ending Balance				
Reserve Fund	10,739,142	11,004,413	10,739,142	10,739,142
Operating Reserve Fund	6,070,827	1,266,278	2,717,701	1,266,528

SAN ANTONIO RIVER AUTHORITY PROPERTY TAXES

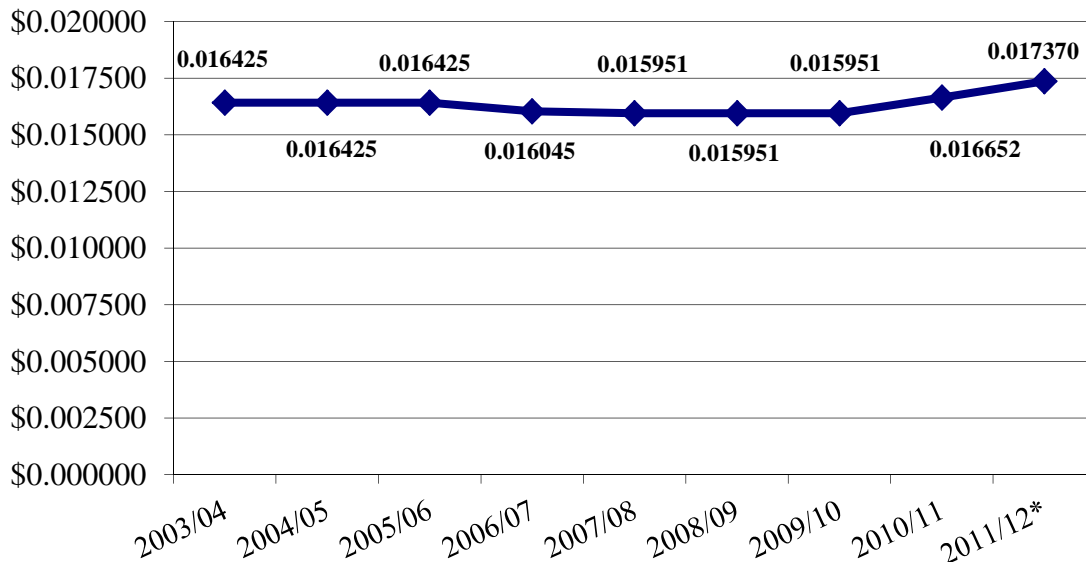
In 1961, an ad valorem tax of \$0.02 per \$100 assessed valuation was approved by Authority voters to pay general administrative expenses, maintain completed projects, and update the Authority's master plan for water resource development. However, effective July 1, 1977, the tax was reduced to \$0.015 per \$100 assessed valuation, and effective July 1, 1979, the tax was further reduced to \$0.01 per \$100 assessed valuation by action of the Authority. Until 2002, no levy of this tax has been made since fiscal year 1980. In fiscal year 2003, the San Antonio River Authority Board of Directors, upon approving the five year financial plan, voted in the ad valorem tax at a rate of \$0.016425 per one hundred dollars valuation. The adopted tax rate for 2010 was \$0.016652.

Property Tax Valuations



* 2011/12 valuation is estimated. Certified roles to be received from the Appraisal Districts July 26, 2011.

Property Tax Rates



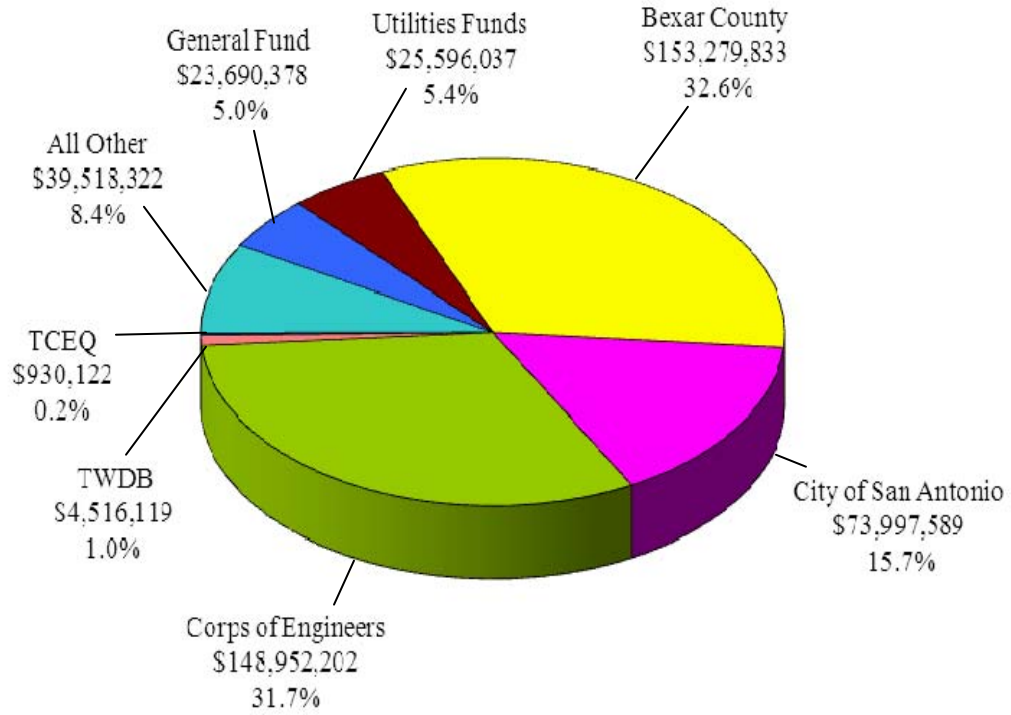
* 2011/12 rate is estimated. The tax rate is schedule to be set September 1, 2011.

Programs

Program Charts

Below are charts related to the River Authority's projects portfolio (charts include estimated figures):

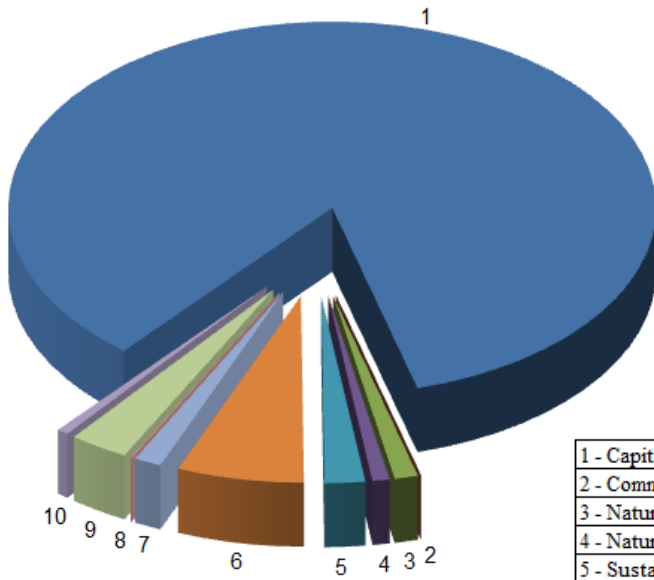
Funding Sources with Totals



Above chart illustrates the funding sources and cost allocations to projects managed by the River Authority (projects from start to finish with multiple fiscal years included)

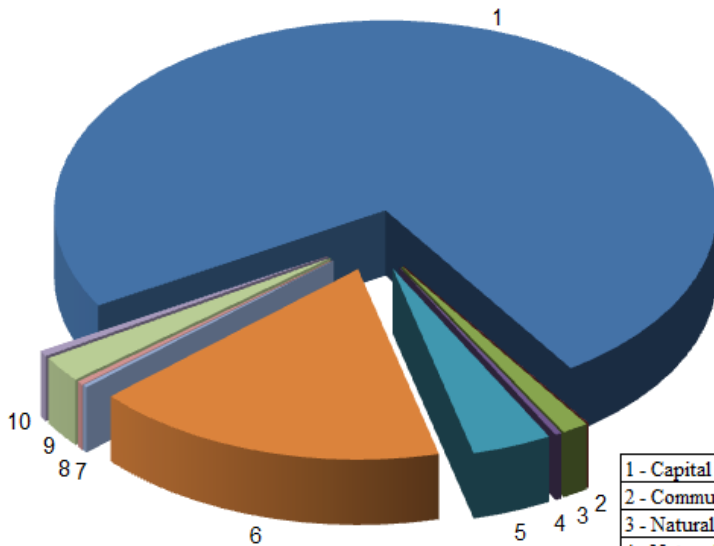
The total funds managed by the River Authority: \$470,480,602

Total Program Funding



Program	Total Amount
1 - Capital Project Implementation Program	398,384,544
2 - Community Outreach & Education Program	79,712
3 - Natural Resource Protection Program	5,535,229
4 - Nature Based Park Program	4,032,738
5 - Sustainable Watersheds Implementation Program	9,537,052
6 - Utilities Program	29,766,177
7 - Water Resource Planning and Supply Program	6,432,111
8 - Watershed Maintenance and Dam Safety Program	285,000
9 - Watershed Modeling and Planning Program	13,734,768
Stand Alone Projects & Efforts	2,693,271
Total	470,480,602

Fiscal Year 2011/12 Program Funding



Program	2011/12 Amount
1 - Capital Project Implementation Program	65,626,564
2 - Community Outreach & Education Program	7,841
3 - Natural Resource Protection Program	1,150,019
4 - Nature Based Park Program	284,525
5 - Sustainable Watersheds Implementation Program	3,449,776
6 - Utilities Program	15,365,980
7 - Water Resource Planning and Supply Program	224,830
8 - Watershed Maintenance and Dam Safety Program	285,000
9 - Watershed Modeling and Planning Program	1,969,179
Stand Alone Projects & Efforts	437,338
Total	88,801,052

**San Antonio River Authority
Program Budgets
Summary**

Program/Project	Program Leader/ Project Manager	2011/12 Budget	Total Budget
1 - Capital Project Implementation Program		Robert Perez	
Bexar County Capital Improvement Projects	Georgia Snodgrass	1,771,015	6,850,924
Calaveras 6 Dam Rehabilitation Project	Jim Doersam	505,511	2,769,231
Calaveras 8 Dam Rehabilitation Project	Jim Doersam	795,774	798,774
Elmendorf Lake Best Management Practices Project	Robert Perez	6,758,527	7,393,395
Medina Dam Improvement Project	Albert Vega	8,740,452	10,000,000
Mission Reach Maintenance Facility Project	Jim Blair	795,000	795,000
San Antonio River Improvement Program	Mark Sorenson		
Eagleland Reach Project	Albert Vega	1,622,297	13,682,579
Museum Reach (Urban Segment) Project	Mark Sorenson	146,690	71,213,524
Museum Reach (Park Segment) Project	Mark Sorenson	2,991,240	13,548,021
Mission Reach Project	Mark Sorenson	41,500,058	271,333,096
PROGRAM TOTAL		65,626,564	398,384,544
2 - Community Outreach & Education Program		Steven Schauer	
Witte Center for Rivers Project	Matthew Driffill	7,841	79,712
PROGRAM TOTAL		7,841	79,712
3 - Natural Resource Protection Program		Reeves, Rebecca	
Characterization of Sediment Loads in LSAR Project	Melissa Bryant	168,500	612,500
Clean Rivers Program 2009 Grant Project	Charles Lorea	34,900	418,806
Clean Rivers Program 2011 Grant Project	Charles Lorea	174,503	418,806
Digitizing San Antonio Bay Data Project	Michelle Garza	15,000	33,617
Emerging Contaminants Project	Charles Lorea	100,250	286,250
Estuary Response Project	Steve Lusk	112,155	674,714
Instream Flows Planning Project	Rebecca Reeves	22,000	490,962
Instream Flows Study Design & Implementation Project	Rebecca Reeves	1,000	957,488
Instream Flows Verification Project	Rebecca Reeves	205,029	832,806
Laboratory Information Management System Upgrade Project	David Hernandez	10,000	121,825
San Antonio River Authority Stream Monitoring 2011 Project	Karen Sablan	174,820	343,205
San Antonio River Basin Nutrient Loading Survey Project	Rebecca Reeves	22,000	124,067
Upper San Antonio River Watershed Protection Plan Revision #1 Project	Patty Carvajal	77,092	154,183
Water Quality Database and Website Interface Project	Michelle Garza	32,770	66,000
PROGRAM TOTAL		1,150,019	5,535,229
4 - Nature Based Park Program		Dale Bransford	
Branch Property Site Development Project	Steven Coussoulis	89,575	721,173
Helton San Antonio River Nature Park Project	Steven Coussoulis	188,450	2,709,827
Loop 1604 River Access Site Development Project	Steven Coussoulis	5,000	160,238
Saspamco Paddling Trail River Acces Project	Steven Coussoulis	1,500	441,500
PROGRAM TOTAL		284,525	4,032,738
5 - Sustainable Watersheds Implementation Program		Karen Bishop	
Leon Creek Holistic Watershed Master Plan Project	Rafael Arias	105,000	1,865,998
Medina River Holistic Watershed Masterplan Project	Robert Perez	425,071	870,142
Non-Point Runoff Modeling and BMP Strategies Project	Sheeba Thomas	542,000	578,000
Olmos Basin Alliance Stormwater BMPs Project	Karen Bishop	10,000	90,500
Salado Creek Watershed Master Plan Project	Daniel Aguilar	411,800	870,000
San Antonio River Improvement Program Outfalls Assessment Project	Reha Cimen	35,000	35,000

**San Antonio River Authority
Program Budgets
Summary**

Program/Project	Program Leader/ Project Manager	2011/12 Budget	Total Budget
Stream Restoration Projects East Salatrillo Creek Project	Robert Jenkins	92,196	596,337
Stream Restoration Projects Huebner Creek Project – Leon Valley	Robert Jenkins	339,635	339,635
Stream Restoration Projects Huebner Creek Project – SAWS	Robert Jenkins	363,635	423,635
Stream Restoration Projects Support Project	Robert Jenkins	425,679	1,083,100
Upper San Antonio River Holistic Watershed Masterplan Project	Sheeba Thomas	459,260	1,444,260
Westside Creeks Restoration Project	Rudy Farias	240,500	1,340,445
PROGRAM TOTAL		3,449,776	9,537,052

6 - Utilities Program

John Gomez

ACCD First Responder Wastewater Treatment Plant Project	Jim Doersam	859,450	895,000
City Metering for Salatrillo WWTP and Retail Project	John Gomez	2,000,000	2,000,000
Creekwood Water System Improvements Project	Jim Doersam	10,000	58,361
Graytown Road Development Project	Jim Doersam	414,000	9,584,486
Martinez II Wastewater Treatment Plant Expansion Project	Jim Doersam	4,701,745	8,452,986
Randolph Air Force Base Year 8 (2011) Project	John Gomez	81,000	440,090
Randolph Air Force Base Year 9 (2012) Project	John Gomez	269,000	269,000
Salatrillo Beltpress Replacement Project	Jim Doersam	1,510,000	1,510,000
Salatrillo Collection Wholesale System Inflow and Infiltration	Terry Ploetz	346,538	386,538
Salatrillo Reuse Project	Robert Jenkins	4,083,983	4,376,394
SARA Wastewater Collection System Inflow and Infiltration	Terry Ploetz	861,162	1,011,162
SARA Wastewater Vulnerability & Security Assessment Project	Russell Neal	13,102	133,396
Utilities Supervisory Control Data Acquisition (SCADA) System Project	Jim Doersam	216,000	648,764
PROGRAM TOTAL		15,365,980	29,766,177

7 - Water Resource Planning and Supply Program

Melissa Bryant

Goliad County Water Supply Corporation Project	Melissa Bryant	26,058	5,395,692
Kenedy Desalination Study Project	Melissa Bryant	45,712	730,300
SCTRWPG 2016 RWP Fourth Cycle Project	Erin Newberry	153,060	306,119
PROGRAM TOTAL		224,830	6,432,111

8 - Watershed Maintenance and Dam Safety Program

Reha Cimen

Dam Inundation Zone Study Project	Reha Cimen	50,000	50,000
Flood Debris Cleanup 2012 Project	Albert Vega	235,000	235,000
PROGRAM TOTAL		285,000	285,000

9 - Watershed Modeling and Planning Program

Sheeba Thomas

Bexar County Flood Warning and Flood Alert Project	Sheeba Thomas	200,000	1,606,570
Cooperating Technical Partners (CTP) Development Project	Jose Fernandez	111,101	348,531
Dam Instrumentation Project	Wayne Tschirhart	61,574	202,426
Digital Data Model Repository (D2MR) Project	Jose Fernandez	110,000	299,166
Edwards Nueces Feasibility Study Project	Melissa Bryant	1,020,069	10,086,670
Environmental Monitoring System Project	Wayne Tschirhart	92,375	201,947
EDYS Model Development Project	Steve Lusk	122,460	148,460
US Geological Survey Coletto Creek Groundwater Surface Water Project	Melissa Bryant	1,800	159,713
US Geological Survey Paired Watershed Study Project	Melissa Bryant	19,800	236,285
Wilson, Karnes, Goliad Floodplain Master Plan Assistance Project	Rafael Arias	230,000	445,000
PROGRAM TOTAL		1,969,179	13,734,768

**San Antonio River Authority
Program Budgets
Summary**

Program/Project	Program Leader/ Project Manager	2011/12 Budget	Total Budget
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Stand Alone Projects & Efforts

ArcGIS Server Implementation Project	Durmus Cesur	35,000	401,012
Historical Geographical Information System (GIS) Database Project	Emilio Molina	54,994	79,303
Real Estate Geographical Information System (GIS) Support Project	Gilbert Jimenez	75,000	402,612
Wastewater Billing and GIS Assessment Project	Terry Ploetz	272,344	1,810,344
PROGRAM TOTAL		437,338	2,693,271

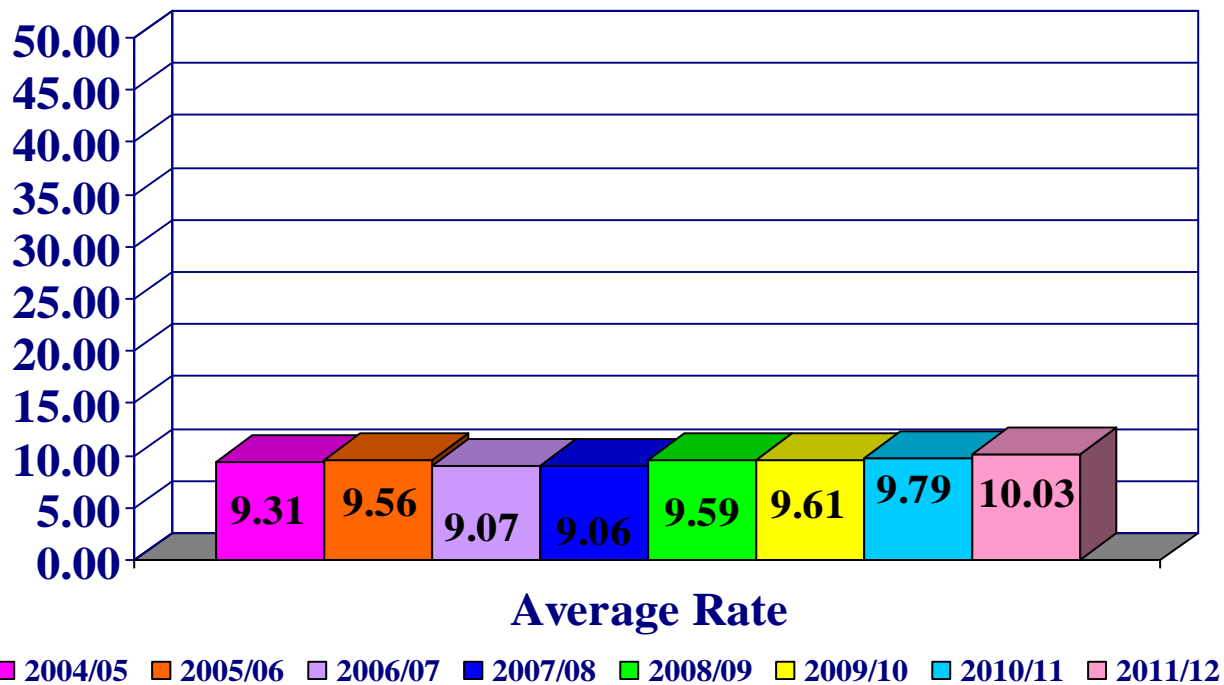
GRAND TOTAL

\$88,801,052 \$470,480,602

Utility Activities

SAN ANTONIO RIVER AUTHORITY UTILITY ACTIVITIES

The San Antonio River Authority has two wastewater systems. A wholesale system, where the River Authority manages the Salatrillo Wastewater Treatment Plant for wholesale customers that include the cities of Converse, Live Oak and Universal City and the San Antonio River Authority Retail System. The wholesale wastewater rates are set annually in May to become effective on July 1 of each year. Below is a graphical view of what the rates have been over the last eight years.

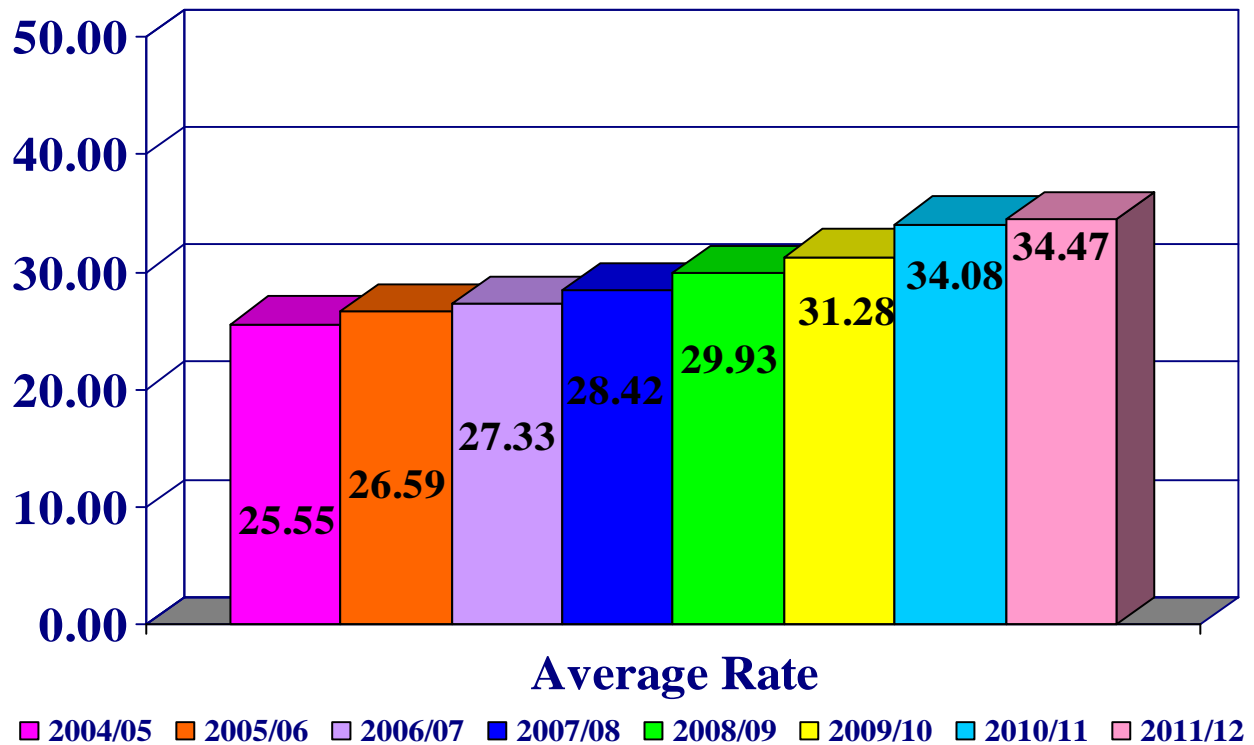


The current rate is based on an operations and maintenance (variable) rate of \$1.59 per 1,000 gallons and a fixed rate of \$1.18 for debt and capital replacement. The current average rate is \$10.03 based on a winter average of 5,571 gallons per month. Commercial customers pay \$1.80 per 1,000 gallons.

The River Authority customers in the Salatrillo Retail system pay an average monthly rate of \$15.21.

**SAN ANTONIO RIVER AUTHORITY
UTILITY ACTIVITIES**

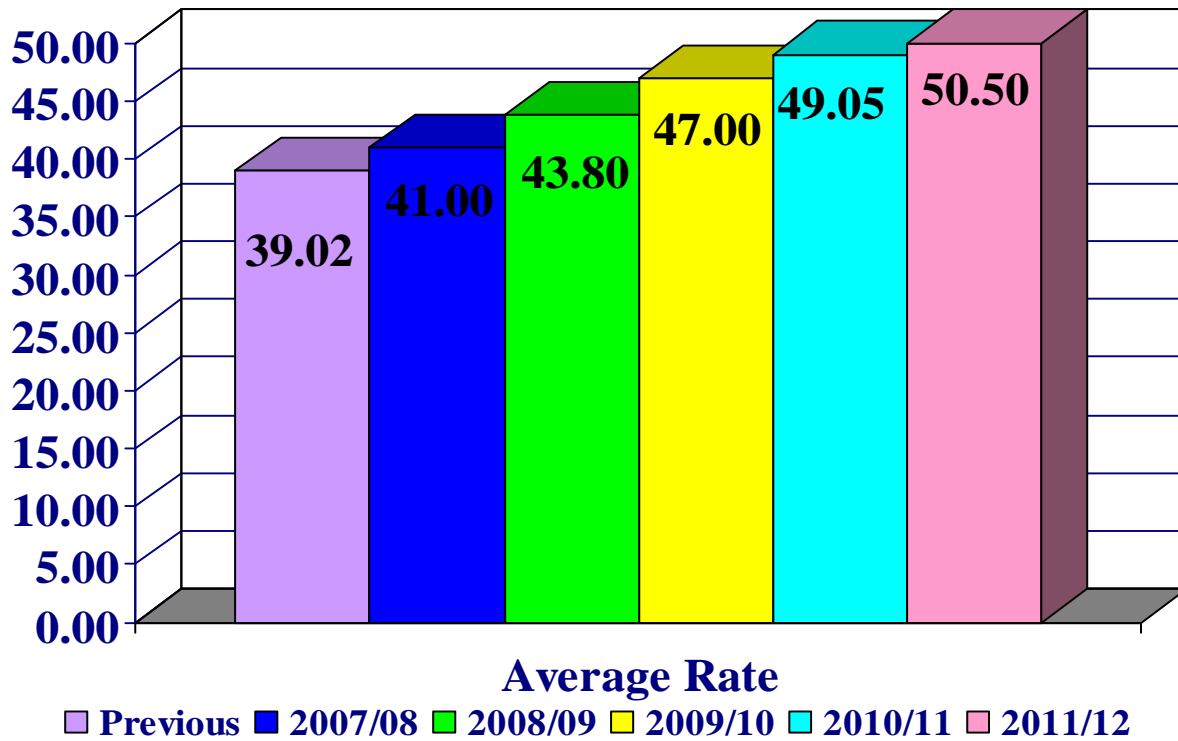
The other wastewater system that the River Authority operates is the SARA Wastewater System. This system currently has four wastewater treatment plants and one reuse water plant. The Upper Martinez is currently a 2.21 million gallons per day (MGD) plant that serves approximately 7,400 customers from Woodlake, Ventura, and Camelot subdivisions in northeast Bexar County. Martinez II is currently a 2 MGD plant that serves approximately 1,700 customers from Woodlake and Ventura subdivisions in northeast Bexar County. This plant is currently expanding by 1.5 MGD beginning in 2010/11. Martinez III is permitted to be a 0.15 MGD plant to service future development at IH 10 East and Loop 1604 in northeast Bexar County. US Highway 181 Wastewater Treatment Plant is permitted to be a 0.90 MGD plant to service future development in the Butterfield Ranch subdivision in the city of Elmendorf. The chart below reflects the average wastewater bill for the SARA Wastewater System over a eight year period.



The current rate is based on an operations and maintenance (variable) rate of \$4.89 per 1,000 gallons and a fixed rate of \$8.81 for debt and capital replacement. The current average rate is \$34.47 based on a winter average of 5,247 gallons per month. Commercial customers pay \$6.57 per 1,000 gallons.

**SAN ANTONIO RIVER AUTHORITY
UTILITY ACTIVITIES**

The River Authority also operates and maintains the SARA Water System. There are currently three water treatment plants in the system. Creekwood has a capacity of 78,000 gallons, Mosswood a capacity of 20,000 gallons, and Seven Oaks a capacity of 12,000 gallons. The River Authority currently assesses a tiered water structure to it's customers. This is to encourage water conservation. The chart below shows the historical average bill using 6,500 gallons per month.



The current rate which begins in July has a base rate of \$27.50 and a seven tier structure:

Tier 1	first 4,000 gallons	\$0.331 per hundred gallons
Tier 2	next 3,000 gallons	\$0.391 per hundred gallons
Tier 3	next 3,000 gallons	\$0.527 per hundred gallons
Tier 4	next 4,000 gallons	\$0.770 per hundred gallons
Tier 5	next 6,000 gallons	\$1.078 per hundred gallons
Tier 6	next 10,000 gallons	\$1.617 per hundred gallons
Tier 7	above 30,000 gallons	\$2.150 per hundred gallons

The current average rate is \$50.50 based on 6,500 gallons per month.

Other Information

**SAN ANTONIO RIVER AUTHORITY
GRANT SCHEDULE**

Grantor Name	Project Name	Contribution Percentage	Grant Amount	Grantor Contribution
EPA 319 / TCEQ	Upper SAR WPP Revision #1	60%	\$ 154,183	\$ 92,510
	Total EPA 319 / TCEQ		<u>154,183</u>	<u>92,510</u>
TCEQ	Clean Rivers Program	100%	<u>418,806</u>	<u>418,806</u>
	Total TCEQ		<u>418,806</u>	<u>418,806</u>
TWDB	Medina Dam Improvements	40%	10,000,000	4,000,000
TWDB	Characterization of Sediment Loads	50%	120,000	60,000
TWDB	Kenedy Desalination Demonstration	21%	730,300	150,000
TWDB	South Central Texas Regional Water Planning Group, 4th Cycle 2016	100%	<u>306,119</u>	<u>306,119</u>
	Total TWDB		<u>11,156,419</u>	<u>4,516,119</u>
USDA / NRCS	Calaveras 6 (Chupaderas Creek Dam) Dam Rehabilitation	65%	<u>2,769,231</u>	<u>1,800,000</u>
	Total USDA / NRCS		<u>2,769,231</u>	<u>1,800,000</u>
	Grand Total		<u>\$ 14,498,639</u>	<u>\$ 6,827,435</u>

**San Antonio River Authority
Debt Service Schedule
Channel Improvement Revenue Bonds
Total**

Payment Date	Annual Principal Amount	Interest Amount	Total	Fiscal Year Amount	Fiscal Year	Balance
7/1/2011	3,970,000	773,983	4,743,983			
1/1/2012		721,935	721,935	5,465,918	2011/12	38,235,000
7/1/2012	3,585,000	721,935	4,306,935			
1/1/2013		668,567	668,567	4,975,502	2012/13	34,265,000
7/1/2013	3,050,000	668,567	3,718,567			
1/1/2014		597,823	597,823	4,316,390	2013/14	30,680,000
7/1/2014	1,935,000	597,823	2,532,823			
1/1/2015		562,206	562,206	3,095,029	2014/15	27,630,000
7/1/2015	2,015,000	562,206	2,577,206			
1/1/2016		524,312	524,312	3,101,518	2015/16	25,695,000
7/1/2016	2,095,000	524,312	2,619,312			
1/1/2017		479,062	479,062	3,098,374	2016/17	23,680,000
7/1/2017	2,185,000	479,062	2,664,062			
1/1/2018		431,418	431,418	3,095,480	2017/18	21,585,000
7/1/2018	2,300,000	431,418	2,731,418			
1/1/2019		380,393	380,393	3,111,811	2018/19	19,400,000
7/1/2019	2,400,000	380,393	2,780,393			
1/1/2020		327,118	327,118	3,107,511	2019/20	17,100,000
7/1/2020	2,520,000	327,118	2,847,118			
1/1/2021		269,915	269,915	3,117,033	2020/21	14,700,000
7/1/2021	1,080,000	269,915	1,349,915			
1/1/2022		247,492	247,492	1,597,407	2021/22	12,180,000
7/1/2022	815,000	247,492	1,062,492			
1/1/2023		230,173	230,173	1,292,665	2022/23	11,100,000
7/1/2023	860,000	230,173	1,090,173			
1/1/2024		211,402	211,402	1,301,575	2023/24	10,285,000
7/1/2024	895,000	211,402	1,106,402			
1/1/2025		191,809	191,809	1,298,211	2024/25	9,425,000
7/1/2025	935,000	191,809	1,126,809			
1/1/2026		171,206	171,206	1,298,016	2025/26	8,530,000
7/1/2026	980,000	171,206	1,151,206			
1/1/2027		149,613	149,613	1,300,819	2026/27	7,595,000
7/1/2027	1,030,000	149,613	1,179,613			
1/1/2028		126,356	126,356	1,305,969	2027/28	6,615,000
7/1/2028	1,075,000	126,356	1,201,356			
1/1/2029		102,084	102,084	1,303,441	2028/29	5,585,000
7/1/2029	1,130,000	102,084	1,232,084			
1/1/2030		76,569	76,569	1,308,653	2029/30	4,510,000
7/1/2030	1,185,000	76,569	1,261,569			
1/1/2031		49,813	49,813	1,311,381	2030/31	3,380,000
7/1/2031	1,250,000	49,813	1,299,813			

**San Antonio River Authority
Debt Service Schedule
Channel Improvement Revenue Bonds
Total**

Payment Date	Annual Principal Amount	Interest Amount	Total	Fiscal Year Amount	Fiscal Year	Balance
1/1/2032		21,588	21,588	1,321,400	2031/32	2,195,000
7/1/2032	590,000	21,588	611,588			
1/1/2033		8,209	8,209	619,797	2033/34	945,000
7/1/2033	175,000	8,209	183,209			
1/1/2034		4,163	4,163	187,372	2034/35	355,000
7/1/2034	180,000	4,163	184,163			
1/1/2035	-	-	-	184,163	2035/36	180,000
TOTALS	<u>42,025,000</u>	<u>15,599,371</u>	<u>57,624,371</u>	<u>57,624,371</u>		

**San Antonio River Authority
Debt Service Schedule
Sewage System Revenue Bonds
Total**

Payment Date	Annual Principal Amount	Interest Amount	Total	Fiscal Year Amount	Fiscal Year	Balance
7/1/2011	400,000	381,653	781,653			
1/1/2012	310,000	302,226	612,226	1,393,879	2011/12	14,095,000
7/1/2012	415,000	297,576	712,576			
1/1/2013	335,000	291,395	626,395	1,338,971	2012/13	13,385,000
7/1/2013	425,000	286,370	711,370			
1/1/2014	345,000	279,633	624,633	1,336,003	2013/14	12,635,000
7/1/2014	270,000	274,458	544,458			
1/1/2015	355,000	269,058	624,058	1,168,515	2014/15	11,865,000
7/1/2015	300,000	261,958	561,958			
1/1/2016	370,000	255,808	625,808	1,187,765	2015/16	11,240,000
7/1/2016	310,000	248,408	558,408			
1/1/2017	385,000	241,975	626,975	1,185,383	2016/17	10,570,000
7/1/2017	325,000	234,275	559,275			
1/1/2018	400,000	227,369	627,369	1,186,644	2017/18	9,875,000
7/1/2018	340,000	218,369	558,369			
1/1/2019	420,000	210,974	630,974	1,189,343	2018/19	9,150,000
7/1/2019	355,000	200,474	555,474			
1/1/2020	440,000	192,486	632,486	1,187,960	2019/20	8,390,000
7/1/2020	370,000	181,486	551,486			
1/1/2021	460,000	173,161	633,161	1,184,648	2020/21	7,595,000
7/1/2021	390,000	163,386	553,386			
1/1/2022	480,000	154,319	634,319	1,187,705	2021/22	6,765,000
7/1/2022	410,000	144,419	554,419			
1/1/2023	500,000	134,938	634,938	1,189,356	2022/23	5,895,000
7/1/2023	-	124,625	124,625			
1/1/2024	520,000	124,625	644,625	769,250	2020/22	4,985,000
7/1/2024	-	111,625	111,625			
1/1/2025	550,000	111,625	661,625	773,250	2021/23	4,465,000
7/1/2025	-	97,875	97,875			
1/1/2026	575,000	97,875	672,875	770,750	2022/24	3,915,000
7/1/2026	-	83,500	83,500			
1/1/2027	605,000	83,500	688,500	772,000	2020/23	3,340,000
7/1/2027	-	68,375	68,375			
1/1/2028	635,000	68,375	703,375	771,750	2021/24	2,735,000
7/1/2028	-	52,500	52,500			
1/1/2029	665,000	52,500	717,500	770,000	2022/25	2,100,000
7/1/2029	-	35,875	35,875			
1/1/2030	700,000	35,875	735,875	771,750	2020/24	1,435,000
7/1/2030	-	18,375	18,375			
1/1/2031	735,000	18,375	753,375	771,750	2021/25	735,000
TOTALS	<u>9,110,000</u>	<u>5,626,170</u>	<u>14,736,170</u>	<u>14,736,170</u>		

**San Antonio River Authority
Public Facility Corporation
Debt Service Schedule
Lease Revenue Bonds
2005**

Payment Date	Annual Principal Amount	Coupon Rate	Interest Amount	Total	Fiscal Year Amount	Fiscal Year	Balance
4/1/2006			102,759	102,759	102,759	2005/06	
10/1/2006	155,000	4.030%	101,630	256,630			
4/1/2007			98,506	98,506	355,136	2006/07	Paid
10/1/2007	165,000	4.100%	98,506	263,506			
4/1/2008			95,124	95,124	358,630	2007/08	Paid
10/1/2008	170,000	4.140%	95,124	265,124			
4/1/2009			91,605	91,605	356,729	2008/09	Paid
10/1/2009	175,000	4.200%	91,605	266,605			
4/1/2010			87,930	87,930	354,535	2009/10	Paid
10/1/2010	185,000	4.220%	87,930	272,930			
4/1/2011			84,026	84,026	356,956	2010/11	4,135,000
10/1/2011	195,000	4.270%	84,026	279,026			
4/1/2012			79,863	79,863	358,889	2011/12	3,950,000
10/1/2012	200,000	4.310%	79,863	279,863			
4/1/2013			75,553	75,553	355,416	2012/13	3,755,000
10/1/2013	210,000	4.350%	75,553	285,553			
4/1/2014			70,986	70,986	356,539	2013/14	3,555,000
10/1/2014	220,000	4.380%	70,986	290,986			
4/1/2015			66,168	66,168	357,153	2014/15	3,345,000
10/1/2015	230,000	4.420%	66,168	296,168			
4/1/2016			61,085	61,085	357,252	2015/16	3,125,000
10/1/2016	240,000	4.220%	61,085	301,085			
4/1/2017			56,021	56,021	357,105	2016/17	2,895,000
10/1/2017	250,000	4.220%	56,021	306,021			
4/1/2018			50,746	50,746	356,766	2017/18	2,655,000
10/1/2018	260,000	4.220%	50,746	310,746			
4/1/2019			45,260	45,260	356,005	2018/19	2,405,000
10/1/2019	270,000	4.220%	45,260	315,260			
4/1/2020			39,563	39,563	354,822	2019/20	2,145,000
10/1/2020	280,000	4.220%	39,563	319,563			
4/1/2021			33,655	33,655	353,217	2020/21	1,875,000
10/1/2021	295,000	4.220%	33,655	328,655			
4/1/2022			27,430	27,430	356,085	2021/22	1,595,000
10/1/2022	305,000	4.220%	27,430	332,430			
4/1/2023			20,995	20,995	353,425	2022/23	1,300,000
10/1/2023	320,000	4.220%	20,995	340,995			
4/1/2024			14,243	14,243	355,237	2023/24	995,000
10/1/2024	330,000	4.220%	14,243	344,243			
4/1/2025			7,280	7,280	351,522	2024/25	675,000
10/1/2025	345,000	4.220%	7,280	352,280			
4/1/2026	-		-	-	352,280	2025/26	345,000
TOTALS	4,800,000		2,416,455	7,216,455	7,216,455		

**San Antonio River Authority
Debt Service Schedule
Contract Revenue Bonds
2010**

Payment Date	Annual Principal Amount	Coupon Rate	Interest Amount	Total	Fiscal Year Amount	Fiscal Year	Balance
7/1/2011			136,298	136,298			
1/1/2012	190,000	4.560%	134,064	324,064	460,362	2011/12	5,880,000
7/1/2012			129,732	129,732			
1/1/2013	195,000	4.560%	129,732	324,732	454,464	2012/13	5,690,000
7/1/2013			125,286	125,286			
1/1/2014	205,000	4.560%	125,286	330,286	455,572	2013/14	5,495,000
7/1/2014			120,612	120,612			
1/1/2015	215,000	4.560%	120,612	335,612	456,224	2014/15	5,290,000
7/1/2015			115,710	115,710			
1/1/2016	225,000	4.560%	115,710	340,710	456,420	2015/16	5,075,000
7/1/2016			110,580	110,580			
1/1/2017	235,000	4.560%	110,580	345,580	456,160	2016/17	4,850,000
7/1/2017			105,222	105,222			
1/1/2018	245,000	4.560%	105,222	350,222	455,444	2017/18	4,615,000
7/1/2018			99,636	99,636			
1/1/2019	255,000	4.560%	99,636	354,636	454,272	2018/19	4,370,000
7/1/2019			93,822	93,822			
1/1/2020	270,000	4.560%	93,822	363,822	457,644	2019/20	4,115,000
7/1/2020			87,666	87,666			
1/1/2021	280,000	4.560%	87,666	367,666	455,332	2020/21	3,845,000
7/1/2021			81,282	81,282			
1/1/2022	295,000	4.560%	81,282	376,282	457,564	2021/22	3,565,000
7/1/2022			74,556	74,556			
1/1/2023	305,000	4.560%	74,556	379,556	454,112	2022/23	3,270,000
7/1/2023			67,602	67,602			
1/1/2024	320,000	4.560%	67,602	387,602	455,204	2023/24	2,965,000
7/1/2024			60,306	60,306			
1/1/2025	330,000	4.560%	30,306	360,306	420,612	2024/25	2,645,000
7/1/2025			52,782	52,782			
1/1/2026	340,000	4.560%	52,782	392,782	445,564	2025/26	2,315,000
7/1/2026			45,030	45,030			
1/1/2027	360,000	4.560%	45,030	405,030	450,060	2026/27	1,975,000
7/1/2027			36,822	36,822			
1/1/2028	380,000	4.560%	36,822	416,822	453,644	2027/28	1,615,000
7/1/2028			28,158	28,158			
1/1/2029	395,000	4.560%	28,158	423,158	451,316	2028/29	1,235,000
7/1/2029			19,152	19,152			
1/1/2030	410,000	4.560%	19,152	429,152	448,304	2029/30	840,000
7/1/2030			9,804	9,804			
1/1/2031	430,000	4.560%	9,804	439,804	449,608	2030/31	430,000
	-		-	-			
TOTALS	<u>5,880,000</u>		<u>3,167,882</u>	<u>9,047,882</u>	<u>9,047,882</u>		

Five Year Service & Financial Plan

Since fiscal year 2002/03 budget, the San Antonio River Authority (River Authority) Board of Directors (Board) has adopted a Five Year Service and Financial Plan that better defines and describes the annual activities planned to focus on achieving sustained superior performance by directing our services and expertise where the River Authority can provide the greatest value. Our goals, objectives and performance areas aid in forecasting the fiscal implications associated with implementation.

FINANCIAL INFORMATION

The manager responsible for each area department presented, estimated the cost of current and new activities for the five-year period beginning fiscal year 2010/11. Managers used the same budgeting procedures used to prepare annual budgets and summarized costs for the River Authority operating funds, (General, SARA Wastewater System and SARA Water Funds).

This is the second Five Year Service and Financial Plan to include a detailed breakdown for operations and maintenance of the San Antonio River for the SARIP. It also should be noted that the funding listed on the following pages represent best-case assumptions for the accomplishment of new activities. Some projects may not occur due to inability of local entities to financially support the capital cost of projects, lack of community support, etc. This Plan does not address the capital requirements for design and implementation of new projects or services; rather it represents the cost to support new initiatives to the point they require capital for design and implementation. It is anticipated interlocal agreements between the River Authority and local governments will be used to address capital requirements for design and implementation of new projects or services.

It may be noted that the fund balance in future years may indicate expenditures are in excess of anticipated revenues. Future budgeting will balance expenditures versus revenues on a year to year basis. Activities and programs will be adjusted to reflect actual capabilities based on realistic revenue projections.

General Fund

Division/Department	Current Budget Proposed Budget					
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
GENERAL GOVERNMENT						
Board of Directors	95,647	545,847	95,847	370,847	95,847	370,847
Organizational Support	5,589,077	6,288,540	6,184,701	6,124,194	6,140,136	6,166,472
Facilities	1,535,156	1,221,800	1,330,653	1,393,353	1,459,727	1,530,227
Finance	867,144	685,740	695,921	718,995	743,002	767,980
Human Resources	128,246	107,510	110,425	113,413	116,458	119,547
Information Technology	1,837,480	941,985	961,136	961,136	961,136	961,136
Intergovernmental & Community Relations	1,117,362	751,050	731,598	736,870	737,370	738,590
Total General Government	<u>11,170,112</u>	<u>10,542,472</u>	<u>10,110,281</u>	<u>10,418,808</u>	<u>10,253,676</u>	<u>10,654,799</u>
PROGRAM SUPPORT & SERVICES						
Program Support	7,653,489	8,717,474	8,967,474	9,109,735	9,109,735	9,001,995
Engineering Services	835,504	460,906	439,756	441,802	393,949	396,204
Environmental Sciences	1,045,911	663,487	935,159	754,454	765,355	802,645
Park Services	755,344	287,760	2,547,026	357,666	368,318	379,608
Real Estate	131,597	89,186	38,436	36,536	36,536	36,536
Water Resources & Community Development	1,341,524	1,025,109	1,025,109	1,025,109	1,025,109	1,025,109
Watershed Management	2,865,483	1,407,100	1,484,825	1,562,051	1,613,181	1,614,868
Watershed Operations	2,070,972	2,451,215	2,002,485	2,067,049	2,136,058	2,209,834
Total Program Support & Services	<u>16,699,824</u>	<u>15,102,237</u>	<u>17,440,270</u>	<u>15,354,402</u>	<u>15,448,241</u>	<u>15,466,799</u>
Reimbursements	(2,757,795)	(2,485,928)	(2,572,935)	(1,750,000)	(800,000)	(800,000)
Operating Transfers Out	389,926	261,047	261,047	261,047	261,047	261,047
Total Expenditures	<u>25,502,067</u>	<u>23,419,828</u>	<u>25,238,663</u>	<u>24,284,257</u>	<u>25,162,964</u>	<u>25,582,645</u>

General Fund

Division/Department	Current Budget Proposed Budget					
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
REVENUES						
Taxes, Penalties & Interest	16,884,584	17,691,527	19,456,589	20,724,371	21,575,976	21,967,743
Interest from Investments	200,000	200,000	200,000	200,000	200,000	200,000
Intergovernmental Funding	205,000	735,000	205,000	205,000	205,000	205,000
Charges for Services	789,106	851,527	877,073	903,385	930,487	958,401
Miscellaneous	140,000	138,000	138,000	138,000	138,000	138,000
Sales	250	250	250	250	250	250
Support Fees	2,133,855	2,113,251	2,113,251	2,113,251	2,113,251	2,113,251
Other Finance Sources	610,000	239,100	248,500	-	-	-
Total Revenues	20,962,795	21,968,655	23,238,663	24,284,257	25,162,964	25,582,645
Beginning balance, Cash, July 1	17,996,115	13,456,843	12,005,670	10,005,670	10,005,670	10,005,670
Ending balance, Cash, June 30	<u>\$ 13,456,843</u>	<u>\$ 12,005,670</u>	<u>\$ 10,005,670</u>	<u>\$ 10,005,670</u>	<u>\$ 10,005,670</u>	<u>\$ 10,005,670</u>
Reserve Fund	\$ 10,739,142	\$ 10,739,142	\$ 8,739,142	\$ 8,739,142	\$ 8,739,142	\$ 8,739,142
Operating Reserve Fund	<u>2,717,701</u>	<u>1,266,528</u>	<u>1,266,528</u>	<u>1,266,528</u>	<u>1,266,528</u>	<u>1,266,528</u>
	<u>\$ 13,456,843</u>	<u>\$ 12,005,670</u>	<u>\$ 10,005,670</u>	<u>\$ 10,005,670</u>	<u>\$ 10,005,670</u>	<u>\$ 10,005,670</u>

SARA Wastewater System Fund

Division/Departments	Current Budget/Proposed Budget					
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Other Financing Uses	\$ 1,000,000	\$ 1,231,528	\$ 1,174,106	\$ 1,169,270	\$ 1,168,515	\$ 1,187,765
Operations:						
Program Support	3,805,169	3,958,926	3,958,926	4,008,926	4,008,926	4,008,926
Upper Martinez	1,491,401	1,471,883	1,516,039	1,561,521	1,608,366	1,656,617
Martinez II	1,470,044	1,375,282	1,416,540	1,459,037	1,502,808	1,547,892
Martinez III	15,575	60,604	62,422	64,295	66,224	68,210
Hwy 181 WWTP	17,443	6,670	6,870	7,076	7,288	7,507
Graytown	2,000	14,250	14,678	15,118	15,571	16,039
Woodlake Reuse	16,893	91,604	94,352	97,183	100,098	103,101
Reimbursements	(436,448)	(207,000)	(207,000)	(207,000)	(207,000)	(207,000)
Less Depreciation	(1,295,300)	(1,459,000)	(1,517,360)	(1,517,360)	(1,517,360)	(1,517,360)
Total expenses	6,086,777	6,544,747	6,519,574	6,658,065	6,753,437	6,871,697
Income						
Interest from Investments	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000
Charges for Service	5,657,959	6,495,159	6,495,159	6,495,159	6,495,159	6,495,159
Miscellaneous	63,875	32,000	32,000	32,000	32,000	32,000
Support Fees	77,306	81,376	47,376	47,376	47,376	47,376
Vehicle Equipment Reimbursement	126,500	137,000	137,000	137,000	137,000	137,000
Other Financing Sources	-	34,000	34,000	34,000	34,000	34,000
Total income	5,978,640	6,832,535	6,798,535	6,798,535	6,798,535	6,798,535
Beginning balance, Cash, July 1	2,170,878	2,062,561	2,350,349	2,629,310	2,769,780	2,814,879
Ending balance, Cash, June 30	\$ 2,062,741	\$ 2,350,349	\$ 2,629,310	\$ 2,769,780	\$ 2,814,879	\$ 2,741,716

Assumptions

Proposed employee in 2013/14 due to Martinez II Expansion

SARA Water System Fund

Division/Departments	Current Budget 2010/11	Proposed Budget 2011/12	2012/13	2013/14	2014/15	2015/16
Operations:						
Other Financing Uses	\$ 49,050	\$ 40,660	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000
SARA Water System	247,488	204,890	211,037	217,368	223,889	230,606
less depreciation	(35,000)	(34,100)	(35,123)	(36,177)	(37,262)	(38,380)
Total expenses	261,538	211,450	225,914	231,191	261,627	267,226
Income						
Water Sales	262,151	273,677	273,677	273,677	273,677	273,677
Beginning balance, Cash, July 1	-	7,433	69,660	117,423	159,909	171,959
Ending balance, Cash, June 30	<u>\$ 7,433</u>	<u>\$ 69,660</u>	<u>\$ 117,423</u>	<u>\$ 159,909</u>	<u>\$ 171,959</u>	<u>\$ 178,411</u>